TOWNSHIP OF RENO IOSCO COUNTY, MICHIGAN

FINANCIAL REPORT
FOR THE YEAR ENDED MARCH 31, 2004

AUDITING PROCEDURES REPORT

Reporting Format for Department of Treass We affirm that: 1. We have complied 2. We are certified We further affirm the the report of comments You must check the arm yes no 1. yes no 2. yes no 3.	ed with the <i>Bulletin for th</i>	s of the Gov for Countie	ernmental Accountings s and Local Units o	rendered an	n opinion on fir	nancial statemer
Reporting Format for Department of Treass We affirm that: 1. We have complied 2. We are certified We further affirm the the report of comments You must check the are yes no 1. yes no 2. yes no 3.	nce with the Statements ury. ed with the Bulletin for the	s of the Gov for Countie	nit of government and rernmental Accounting as and Local Units o	1 Standards	Board (GASB	and the Unifor
2. We are certified We further affirm the the report of comment You must check the at yes no 1. yes no 2. yes no 3.		io hadita of L	ocal Units of Govern	mant in Middle	CEIVEL OF TREASURY	7
You must check the a yes no 1. yes no 2. yes no 3.				1	2004	- 1
yes ⊠ no 1. yes ⊠ no 2. yes ⊠ no 3. yes ∑ no 4.	following. "Yes" responnts and recommendation	ses have bee	en disclosed in the fin	ancial staten	ients, McGudun	the notes, or i
yes	applicable box for each i	tem below.				
☐ yes ☑ no 3. ☐ yes ☑ no 4.	Certain component uni	its/funds/age	ncies of the local unit	are excluded	from the fina	ncial statement
yes 🕥 no 4.	There are accumulate earnings (P.A. 275 of 1	ed deficits in 1980).	one or more of thi	s unit's unre	served fund	balances/retaine
	There are instances of 1968, as amended).	of non-compli	ance with the Unifor	า Accounting	g and Budget	ing Act (P.A. 2
7 ves 12 no 5	The local unit has violated or its requirements, or	ated the cond an order issu	ditions of either an or red under the Emerge	rder issued u ency Municipa	inder the Mun al Loan Act.	ilcipal Finance A
	The local unit holds de of 1943, as amended [l	eposits/invest MCL 129.91]	ments which do not o	comply with s	statutory requi [MCL 38.1132	irements. (P.A. :
yes 🔀 no 6.	The local unit has been unit.	n delinquent i	in distributing tax reve	enues that we	ere collected f	for another taxi
yes 🔀 no 7.	The local unit has violate earned pension benefit the overfunding credits during the year).	s (normai cos	sts) in the current yea	r. If the plan	is more than	100% funded as
yes 🔯 no 8.	The local unit uses cre 1995 (MCL 129.241).	dit cards and	l has not adopted an	applicable po	olicy as requir	ed by P.A. 266
yes 🛛 no 9.	The local unit has not a	idopted an in	vestment policy as re	quired by P.A	A. 196 of 1997	7 (MCL 129.95).
We have enclosed	the following:			Enclosed	To Be Forwarded	Not Required
The letter of commen	ts and recommendations	5.		J	, sa.aca	- Acquired
Reports on individual	federal financial assista	nce program:	s (program audits).			J
Single Audit Reports (ASLGU).					J
Certified Public Accoun	tant (Firm Name)			· · · · · · · · · · · · · · · · · · ·		
Street Address	Bar	ry E. Gau	dette, CPA, PC			

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INTRODUCTORY SECTION

TOWNSHIP OF RENO ORGANIZATION MARCH 31, 2004

TOWNSHIP OFFICERS AND BOARD MEMBERS

Terry Bellville Supervisor

Leonard Robinson Clerk

Elilert Barnes Treasurer

Carol Barkholz Trustee

Michael Boensch Trustee

Barry E. Gaudette, CPA, P.C.

1107 East Eighth Street Traverse City, Michigan 49686 (231) 946-8930 Fax (231) 946-1377

Members of the Township Board Township of Reno Iosco County, Michigan

Independent Auditor's Report

We have audited the accompanying financial statements of the Township of Reno, Michigan, as of and for the year ended March 31, 2004, as listed in the table of contents. These financial statements are the responsibility of the Township of Reno's, management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Since it is not practical to extend our auditing procedures into the prior unaudited year, we are unable to express an opinion on the consistency of application of accounting principles with the preceding year.

In our opinion, except for the omission of the information mentioned in the preceding paragraph, the financial statements referred to above present fairly, in all material respects, the financial position of the Township of Reno, Michigan, as of March 31, 2004, and the results of its operations for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

Independent Auditor's Report Township of Reno Page 2

Our audit was made for the purpose of forming an opinion on the financial statements taken as a whole. The supplemental financial data listed in the table of contents is presented for purposes of additional analysis and is not a required part of the financial statements of the Township of Reno. Such information has been subjected to the auditing procedures applied in the audit of the financial statements and, in our opinion, is fairly stated in all material respects in relation to the financial statements taken as a whole.

Sary & Tauloto, CPA, PC June 1, 2004

			•
	FINANCIAL	SECTION	

Basic Financial Statements

TOWNSHIP OF RENO COMBINED BALANCE SHEET ALL FUND TYPES AND ACCOUNT GROUP

MARCH 31, 2004

	Governmental Fund Type
	<u>General</u>
ASSETS	
Cash Taxes receivable Prepaid expenses Due from other funds Property, plant and equipment	\$ 253,131 2,482 1,523 91
TOTAL ASSETS	<u>\$ 257,227</u>
LIABILITIES AND FUND EQUITY LIABILITIES: Due to other funds	\$
TOTAL LIABILITIES	
FUND EQUITY: Investment in general fixed assets Fund balance: Unreserved: Undesignated	257,227
TOTAL FUND EQUITY	257,227
TOTAL LIABILITIES AND FUND EQUITY	<u>\$ 257,227</u>

Fiduciary Fund Type Trust and Agency	Account Group General Fixed Assets	Total (Memorandum Only) March 31, 2004
\$ 91	\$	\$ 253,222 2,482 1,523 91
	124,964	124,964
<u>\$ 91</u>	\$ 124,964	\$ 382,282
A 01	•	
<u>\$ 91</u>	\$	\$ 91
91		91
	124,964	124,964
		257,227
	124,964	382,191
\$ 91	<u>\$ 124,964</u>	\$ 382,282

TOWNSHIP OF RENO

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - BUDGET AND ACTUAL GOVERNMENTAL FUND TYPE

FOR THE YEAR ENDED MARCH 31, 2004

	General Fund			
	Original Budget	Actual	Variance Favorable (Unfavorable)	
REVENUES: Property taxes Licenses and permits State grants Charges for services Interest and rents Refunds & reimbursements	\$ 19,300 1,000 45,000 5,750 2,750	\$ 17,065 908 45,799 5,810 1,859 469	\$(2,235) (92) 799 60 (891) 469	
TOTAL REVENUES EXPENDITURES: Current: Legislative	<u>73,800</u> 6,700	71,910	<u>(1,890</u>) 3,362	
General government Public safety Public works Capital outlay	49,650 4,000 10,000	46,543 1,677 8,964 9,640	3,107 2,323 1,036 (9,640)	
TOTAL EXPENDITURES EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	70,350 3,450	70,162 1,748	<u>188</u> (1,702)	
FUND BALANCE, beginning		255,479	255,479	
FUND BALANCE, ending	\$ 3,450	<u>\$257,227</u>	<u>\$ 253,777</u>	

See notes to financial statements

TOWNSHIP OF RENO NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2004

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Introduction

The Township of Reno (Township) complies with Generally Accepted Accounting Principles (GAAP). The Township's reporting entity applies all relevant Governmental Accounting Standards Board (GASB) pronouncements. Proprietary funds apply Financial Accounting Standards Board (FASB) pronouncements and Accounting Principles Board (APB) opinions issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements, in which case, GASB prevails.

The accounting and reporting framework and the more significant accounting principles and practices are discussed in subsequent sections of this Note. The remainder of the Notes are organized to provide explanations, including required disclosures, of the Township's financial activities for the fiscal year ended March 31, 2004.

The financial statements of the Township of Reno have been prepared in conformity with generally accepted accounting principles (GAAP) as applied to government units. The Government Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The more significant accounting policies of the Township are described below.

B. Reporting Entity

The Township of Reno operates under an elected Board (5 members) and provides services to its 656 residents in many areas including public safety, street development and maintenance, and general administrative services.

In evaluating how to define the Township, for financial reporting purposes, management has considered all potential component units. The decision to include a potential component unit in the reporting entity was made by applying the criteria set forth in GAAP. The basic, but not the only, criterion for including a potential component unit within the reporting entity is the Township's ability to exercise oversight responsibility. The most significant manifestation of this ability is financial interdependency. Other manifestations of the ability to exercise oversight responsibility include, but are not limited to, the selection of governing authority, the designation of management, the ability to significantly influence operations, and accountability for fiscal

TOWNSHIP OF RENO NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2004 (Continued)

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

B. Reporting Entity - Continued

matters. A second criterion used in evaluating potential component units is the scope of public service. Application of this criterion involves considering whether the activity benefits the Township and/or its citizens, or whether the activity is conducted within the geographic boundaries of the Township and is generally available to its citizens. A third criterion used to evaluate potential component units for inclusion or exclusion from the reporting entity is the existence of special financing relationships, regardless of whether the Township is able to exercise oversight responsibilities. Based upon the application of these criteria, no required organizations have been omitted from these financial statements.

C. Funds and Account Groups

The accounts of the Township are organized into funds and account groups, each of which is considered to be a separate accounting entity.

The major fund categories and account groups are:

Governmental Fund Type

These funds are those through which most governmental functions typically are financed. The focus of Governmental Fund measurement is upon determination of financial position and changes in financial position (sources, uses, and balances of the financial resources) rather than upon net income. The following is a description of the Governmental Fund Type of the Township:

General Fund

The General Fund is the general operating fund of the Township. It is used to account for all financial resources except those required to be accounted for in another fund. Revenues are derived primarily from property taxes, State distributions, grants, and other intergovernmental revenues.

FOR THE YEAR ENDED MARCH 31, 2004 (Continued)

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

C. Funds and Account Groups - Continued

Fiduciary Fund Type

Trust and Agency Funds

Trust and Agency Funds are used to account for assets held by the Township in a trustee capacity or as an agent for individuals, other governments and/or other funds. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. The Township's Current Tax Collection Fund is an Agency Fund.

Account Group

General Fixed Asset Account Group

The General Fixed Asset Account Group presents the fixed assets of the local unit utilized in its general operations (non-proprietary fixed assets).

D. Total Columns (memorandum only)

Total columns on the combined statements are captioned "memorandum only" to indicate that they are presented only to aid in financial analysis. Interfund eliminations have not been made in the aggregation of this data; and it is, therefore, not comparable to a consolidation.

E. Basis of Accounting

Basis of accounting refers to when revenues and expenditures are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

Modified Accrual

All Governmental Funds (General Fund) are accounted for using the modified accrual basis of accounting. Under the modified accrual basis of accounting, property taxes and other revenues are recorded when susceptible to accrual; i.e., both measurable and available. "Available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current

FOR THE YEAR ENDED MARCH 31, 2004 (Continued)

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

E. Basis of Accounting - Continued

period. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred.

Taxpayer-assessed income, gross receipts and sales taxes are considered "measurable" when in the hands of intermediary collecting governments and are recognized as revenue at that time. Anticipated refunds of such taxes are recorded as liabilities and reductions of revenue when they are measurable and their validity seem certain.

F. Budgets

Annual operating budgets are adopted by the Township Board for the General Fund in accordance with Public Act 621 of 1978.

The Township follows these procedures in establishing the budgetary data reflected in the financial statements:

- a. At the first meeting in March, the Supervisor submits to the Township Board, a proposed operating budget for the year commencing the following April 1st. The operating budget includes proposed expenditures and the means of financing them for the General Fund.
- b. Public hearings are conducted at the Township Hall to obtain taxpayer comments.
- c. Prior to March 31, the budget is legally enacted on a departmental (activity) basis through passage of a resolution.
- d. The Supervisor or his/her designee is authorized to transfer budgeted amounts within departmental appropriation accounts, however, any revisions that alter the total expenditures of any department must be approved by the Township Board.

TOWNSHIP OF RENO NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2004

(Continued)

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

F. Budgets - Continued

- e. Formal budgetary integration is employed as a management control device during the year for all budgetary funds. Also, all budgets are adopted on a basis consistent with generally accepted accounting principles.
- f. Budget appropriations lapse at year end.
- g. The original budget was not amended during the year in compliance with the Township procedures and applicable state laws. The budget to actual expenditures in the financial statements represent the final budgetary expenditures by the Township Board.

G. Encumbrance System

The Township does not use an encumbrance system.

H. Assets and Liabilities

1. Cash and investments

Michigan Compiled Laws, Section 129.91, authorizes the Township of Reno to deposit and invest in the accounts of Federally insured banks, credit unions, and savings and loan associations; bonds, securities and other direct obligations of the United States, or any agency or instrumentality of the United States in which the principal and interest is fully guaranteed by the United States, including securities issued quaranteed by the Government National Mortgage Association; United States government or Federal agency obligation repurchase agreements; bankers' acceptance of United States banks; commercial paper rated by two standard rating agencies within the three highest classifications, which mature not more than 270 days after the date of purchase, and which involve no more than 50 percent of any one fund; and mutual funds composed of investment vehicles which are legal for direct investment by local units of government in Michigan.

TOWNSHIP OF RENO NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2004 (Continued)

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

H. Assets and Liabilities - Continued

1. Cash and Investments - Continued

The Township Board has designated one bank and the MBIA Asset Management Account for the deposit of Township funds.

The Township's deposits and investments are in accordance with statutory authority.

2. Inventories

Inventories in governmental funds consist of expendable supplies held for consumption stated on a first-in, first-out basis. They are reported at cost which is recorded as an expenditure at the time individual inventory items are used.

3. Fixed Assets, Depreciation, and Amortization

Property, plant, and equipment of all funds are stated at historical cost. Donated fixed assets are stated at their fair market value on the date donated. Governmental fund fixed assets are recorded in the General Fixed Asset Account Group and are not depreciated.

4. Capitalized Interest

Generally accepted accounting principles require that interest expenditures incurred during construction of assets be capitalized. They are capitalized only to the extent that interest cost exceeds interest earned on related interest bearing investments. The Township did not capitalize interest on fixed assets in the current year.

FOR THE YEAR ENDED MARCH 31, 2004 (Continued)

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

I. Allowance for Doubtful Accounts

The Township does not use an allowance for doubtful accounts.

J. Accrued Vacation and Sick Leave

The Township does not maintain a policy providing sick and vacation benefits for its employees.

NOTE 2: EXCESS OF EXPENDITURES OVER APPROPRIATIONS IN BUDGETARY FUNDS

P.A. 621 of 1978, Section 18(1), as amended, provides that a local unit shall not incur expenditures in excess of the amount appropriated.

In the body of the financial statements, the Township's actual expenditures and budget expenditures for the budgetary funds have been shown on a functional basis. The approved budgets of the Township for these budgetary funds were adopted to the activity level.

During the year ended March 31, 2004, the Township incurred expenditures in the General Fund which were in excess of the amounts appropriated as follows:

Fund	Total	Amount of	Budget
	<u>Appropriations</u>	Expenditures	<u>Variance</u>
General Fund: Capital outlay	\$ -	\$ 9,640	\$(9,640)

FOR THE YEAR ENDED MARCH 31, 2004 (Continued)

NOTE 3: DETAILED NOTES ON FUNDS AND ACCOUNT GROUPS

A. Assets

1. Deposits and Investments

The GASB Statement No. 3 risk disclosures for the Township's cash deposits are as follows:

	Bank <u>Balance</u>	Book Balance
Insured (FDIC) Uninsured: Uncollateralized	\$259,434	\$253,222
Total	\$259,434	\$253,222

2. Property Taxes Receivable and Property Tax Calendar

	Mills_	Adjusted <u>Levy</u>	<u>Collections</u>	Delinquent
Township - general fire voted	0.9455 1.4678	\$ 17,065 26,494	\$ 15,043 23,207	\$ 2,022 3,287
	2.4133	<u>\$ 43,559</u>	\$ 38,250	<u>\$ 5,309</u>

Details of the property tax calendar are as follows:

Levy date: December 1st
Due date March 1st

Collection dates: December 1st through March 1st

On March 1st, the Township Treasurer turns the delinquent real taxes over to the County Treasurer for collection. Uncollected taxes as of March 1st of each year are purchased by the County tax revolving fund and paid to the Township in June of each year.

FOR THE YEAR ENDED MARCH 31, 2004 (Continued)

NOTE 3: DETAILED NOTES ON FUNDS AND ACCOUNT GROUPS - Continued

A. Assets - Continued

2. Property Taxes Receivable and Property Tax Calendar - Continued

The Township's Total Taxable Valuation is \$18,065,955.

Property tax revenues are recognized in the fiscal year for which they have been levied and become available. Available means when due, or past due and receivable within the current period and collected within the current period or expected to be collected soon enough thereafter to be used to pay current period liabilities. The current period referred to here is a period of time not exceeding 60 days.

3. Property and Equipment

A summary of the changes and the components of property, plant and equipment of the general fixed asset account group is as follows:

Land Building &	Balance 3/31/03 \$ 10,284	Additions \$	Retirements \$	Balance 3/31/04 \$ 10,284
improvements Equipment	100,699 <u>4,341</u>	9,640		110,339 <u>4,341</u>
Total	\$115,324	<u>\$ 9,640</u>	\$	\$124,964

There were no retirements of general fixed assets during the year.

4. Interfund Receivables and Payables

As of March 31, 2004, the interfund receivables and payables are as follows:

Fund	Interfund <u>Receivable</u>	<u>Fund</u>	Interfund Payable
General	<u>\$ 91</u>	Current Tax Collection	\$ 91

TOWNSHIP OF RENO NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2004

(Continued)

NOTE 3: DETAILED NOTES ON FUNDS AND ACCOUNT GROUPS - Continued

B. Liabilities

1. Risk management

The Township is exposed to various risks of loss related to property loss, torts, errors and omissions, employee injuries, as well as medical benefits provided to employees. The Township has purchased commercial insurance for medical benefits claims and participates in the Michigan Municipal League & Property Pool for claims relating to general liability, excess liability, auto liability, trunkline liability, errors and omissions, physical damage (equipment, buildings and contents) and workers compensation.

This policy complies with Act 294, P.A. 1972, as amended.

NOTE 4: PENSION

The Township has a defined contribution pension plan that covers all Township Board members. Under the plan the Township contributes a percentage of each covered employee's wages to the plan. Retirement plan expense for the current year was \$4,225.82.

NOTE 5: INDIVIDUAL FUNDS PRESENTATION

The General Fund is the only Township fund of its fund type. Therefore, it is not presented in a combining statement in the supplemental data portion of this report.

NOTE 6: RELATED PARTY TRANSACTIONS

Nothing came to our attention during the audit effort that would warrant separate mention related to transactions between the Township and its employees and/or elected officials.

NOTE 7: SUBSEQUENT EVENTS

No subsequent events have come to our attention that require disclosure at this time.

TOWNSHIP OF RENO NOTES TO FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2004 (Continued)

NOTE 8: COMPARATIVE DATA

Comparative data has not been presented in the accompanying financial statements since the prior year is unaudited.

NOTE 9: SIGNIFICANT CONTINGENT LIABILITIES

After reviewing the Township Board meeting minutes, and after discussing with Township staff and other consultations with the Township's legal firm, it appears the Township has no material contingent liabilities at this time.

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•	SUPPLEMENTARY DATA SECTION
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TOWNSHIP OF RENO

STATEMENT OF EXPENDITURES - ACTUAL GENERAL FUND

FOR THE YEAR ENDED MARCH 31, 2004

	Actual
Legislative: Township Board: Trustees Advertising	\$ 2,812 526
Total Township Board	3,338
Total Legislative	3,338
General Government: Supervisor: Salaries Supplies & mileage	6,305
Total Supervisor	7,055
Elections: Salaries	
Assessor: Contracted services	5,377
Clerk: Salaries Supplies & mileage	6,305 341
Total Clerk	6,646
Board of Review: Per diem and expenses	431
Treasurer: Salaries Supplies & mileage	6,305 2,833
Total Treasurer	9,138
Building and grounds - Township Hall: Repairs and maintenance Utilities & phone	1,964 1,921
Total Township Hall	3,885

TOWNSHIP OF RENO STATEMENT OF EXPENDITURES - ACTUAL

GENERAL FUND

FOR THE YEAR ENDED MARCH 31, 2004 (Continued)

	Actual
General Government - Continued	
Cemetery: Graves dug & miscellaneous	3,026
Unallocated: Data processing-County Insurance Miscellaneous Pension	1,289 4,405 1,065 4,226
Total unallocated	10,985
Total General Government	46,543
Public Safety: Zoning:	
Salaries Advertising, permits & supplies	800 877
Total zoning	1,677
Total Public Safety	1,677
Public Works: Highways, Streets and Bridges:	
Road maintenance	8,964
Total Public Works	8,964
Capital Outlay	9,640
TOTAL EXPENDITURES	\$ 70,162

TOWNSHIP OF RENO STATEMENT OF CHANGES IN ASSETS AND LIABILITIES AGENCY FUND

FOR THE YEAR ENDED MARCH 31, 2004

	Balance 04/01/03	Increase	Decrease	Balance 03/31/04
<u>ASSETS</u>				
Cash-checking	\$ 4,590	\$ 415,454	\$ 419,953	\$ 91
	\$ 4,590	\$ 415,454	\$ 419,953	\$ 91
LIABILITIES				
Due to other funds Due to other units	\$ 4,590	\$ 20,289 395,165	•	\$ 91
	<u>\$ 4,590</u>	<u>\$ 415,454</u>	\$ 419,953	<u>\$ 91</u>

COMMENTS AND RECOMMENDATIONS

Barry E. Gaudette, CPA, P.C.

1107 East Eighth Street Traverse City, Michigan 49686 (231) 946-8930 Fax (231) 946-1377

Members of the Township Board Township of Reno Isoco County, Michigan

Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

This letter supplements the information in the Financial Statements and Notes to Financial Statements. It is intended solely for the use of management and should not be used for any other purpose.

June 1, 2004

Sang E. Sandell, MR. PC